

20 September 1976

MEMORANDUM FOR THE RECORD

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FROM:
Chief, Review Staff, OP

SUBJECT: Reserve Appointments

1. We were recently asked to review the Agency policy for the appointment of retired military officers in Reserve status instead of in Career status. A Reserve employee (retired military officer) whose appointment was terminated, raised the question during his out-processing with SPD.

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2. We are unable to locate any discussion notes or policy papers which would have lead to the decision. However, as the regulation which outlines the policy, applies equally to retired Agency employees, other U.S. Government retired employees and retired military officers " . . . whose retirement is based on service," we believe the policy was deliberately established and it is not intended to be discriminatory towards any one retired group. On the other hand, one wonders why the retired military enlisted person is not included.

3. The regulation clearly states that the hiring of retired personnel is limited to meet "only those requirements which cannot be filled either by internal assignment, training of on-duty personnel, or by the recruitment of new employees who are qualified" Under these guidelines only a Temporary or a Reserve appointment would be appropriate.

4. From the viewpoint of good personnel management practices this is a proper policy. The development and maintenance of a qualified workforce is a prime objective of management. Orderly input of young employees and designed developmental assignments insures a continuing reservoir of qualified resources. The individual who has completed a career does not provide the growth potential needed for long-term sound personnel management, but does, in many instances, provide the instant expertise needed for the short haul or project type assignments. There are always exceptions, of course, and the DCI can approve exemptions from the regulation. In the main, however, career appointments for retired personnel would be in conflict with long-term Agency management objectives.

5. It is interesting to note the State Department regulations provide for reemployment of retired Foreign Service Officers "temporarily," the implication being that the rehire is in the nature of our Reserve or Temporary Appointments. CSC regulations provide for Temporary and Term (kin to our Reserve) appointments but do not identify any particular type of individual to fill such positions apart from the function or duties concerned.



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